ORDER FOR SUPPLIES OR SERVICES

PAGE 1 OF PAGES 34

IMPORTANT: Mark all packages and papers with contract and/or order numbers.

1. DATE OF ORDER: 06/25/2014

2. CONTRACT NO. *(If any)*: EP-W-11-019

3. ORDER NO.: 0020

4. REQUISITION/REFERENCE NO.: See Schedule

5. ISSUING OFFICE *(Address correspondence to)*:
HPOD
US Environmental Protection Agency
Headquarters Procurement Operations
Ariel Rios Building
1200 Pennsylvania Avenue, NW
Washington DC 20460

6. SHIP TO:

a. NAME OF CONSIGNEE: Dalroy Ward, TOCOR

b. STREET ADDRESS:
1200 Pennsylvania Ave NW
MC 2810A
Email: ward.dalroy@epa.gov
Phone: 202-566-0381

c. CITY: Washington | d. STATE: DC | e. ZIP CODE: 20460

7. TO: FLORIDA HENDRICKS

a. NAME OF CONTRACTOR: SRA INTERNATIONAL, INC.

b. COMPANY NAME:

c. STREET ADDRESS:
4300 FAIR LAKES COURT
7032846219

d. CITY: FAIRFAX | e. STATE: VA | f. ZIP CODE: 220334232

f. SHIP VIA:

8. TYPE OF ORDER

☐ a. PURCHASE
REFERENCE YOUR:

Please furnish the following on the terms and conditions specified on both sides of this order and on the attached sheet, if any, including delivery as indicated.

☒ b. DELIVERY

Except for billing instructions on the reverse, this delivery order is subject to instructions contained on this side only of this form and is issued subject to the terms and conditions of the above-numbered contract.

9. ACCOUNTING AND APPROPRIATION DATA: See Schedule

10. REQUISITIONING OFFICE: Reconstruct Originating Office

11. BUSINESS CLASSIFICATION *(Check appropriate box(es))*

☐ a. SMALL ☐ b. OTHER THAN SMALL ☐ c. DISADVANTAGED ☐ d. WOMEN-OWNED ☐ e. HUBZone
☐ f. SERVICE-DISABLED VETERAN-OWNED ☐ g. WOMEN-OWNED SMALL BUSINESS (WOSB) ELIGIBLE UNDER THE WOSB PROGRAM ☐ h. EDWOSB

12. F.O.B. POINT: Destination

13. PLACE OF
a. INSPECTION: Destination
b. ACCEPTANCE: Destination

14. GOVERNMENT B/L NO.:

15. DELIVER TO F.O.B. POINT ON OR BEFORE *(Date)*:

16. DISCOUNT TERMS:

17. SCHEDULE

ITEM NO. (a)	SUPPLIES OR SERVICES (b)	QUANTITY ORDERED (c)	UNIT (d)	UNIT PRICE (e)	AMOUNT (f)	QUANTITY ACCEPTED (g)
	DUNS Number: 097779698 TOPO: Dalroy Ward Max Expire Date: 01/31/2016 Continued ...					

18. SHIPPING POINT:

19. GROSS SHIPPING WEIGHT:

20. INVOICE NO.:

17(h) TOTAL *(Cont. pages)*: $3,633,980.00

21. MAIL INVOICE TO:

SEE BILLING INSTRUCTIONS ON REVERSE

a. NAME: RTP Finance Center

b. STREET ADDRESS (or P.O. Box):
US Environmental Protection Agency
RTP-Finance Center
Mail Drop D143-02
109 TW Alexander Drive

c. CITY: Durham | d. STATE: NC | e. ZIP CODE: 27711

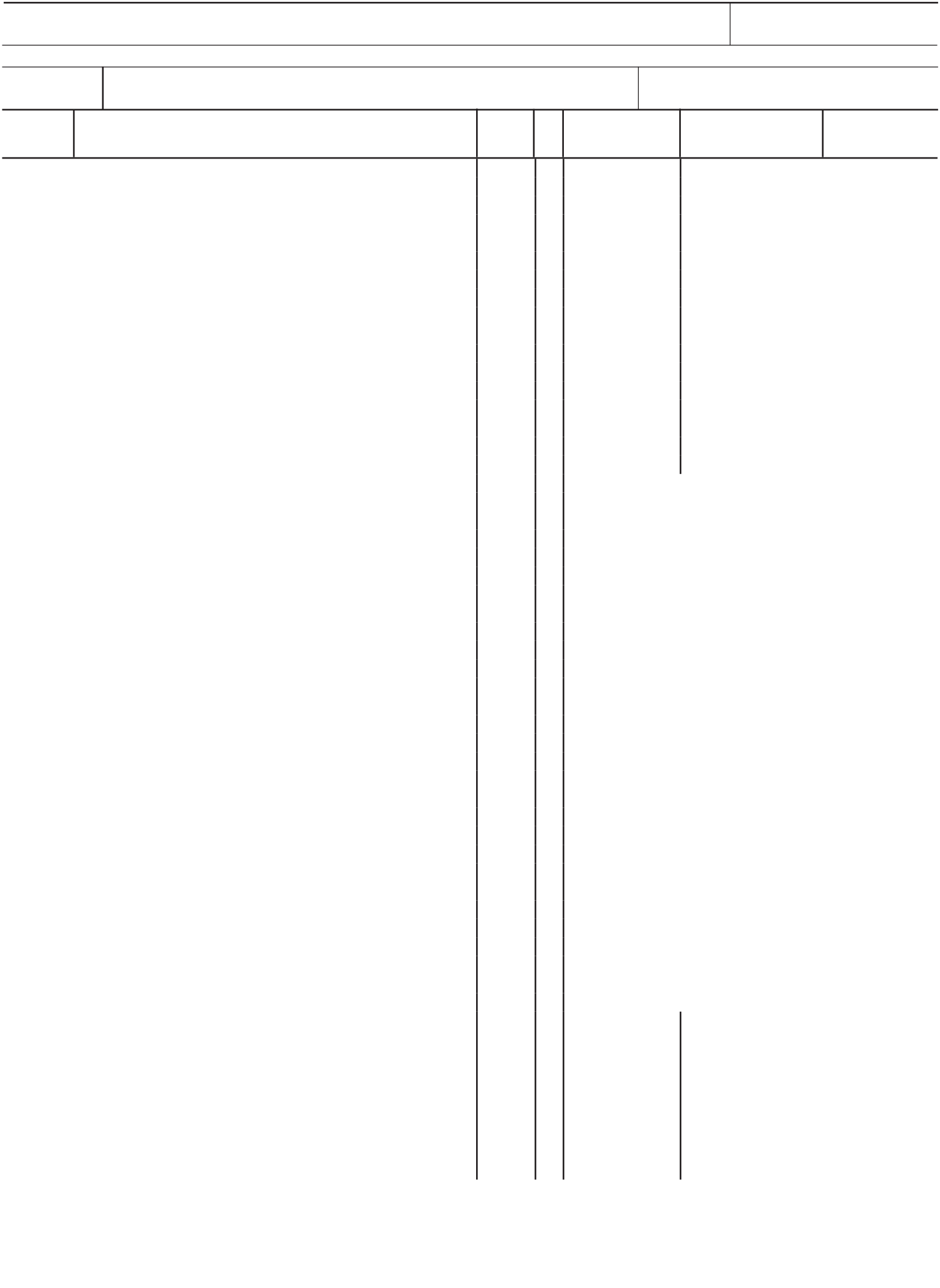
17(i) GRAND TOTAL: $3,633,980.00

22. UNITED STATES OF AMERICA BY *(Signature)*: 06/25/2014 ELECTRONIC SIGNATURE

23. NAME *(Typed)*: Bradley Austin
TITLE: CONTRACTING/ORDERING OFFICER

AUTHORIZED FOR LOCAL REPRODUCTION
PREVIOUS EDITION NOT USABLE

OPTIONAL FORM 347 (Rev. 2/2012)
Prescribed by GSA/FAR 48 CFR 53.213(f)



> *"…with each and every "transaction" that is conducted within EPA and between EPA and the outside world, value must be added to our workforce, our co-regulators, our partners, and the people we serve.*
>
> *As part of this effort, EPA must embrace "Next Generation" tools and processes. E-government must deliver data that is transparent, readily available, and understandable so that the entire environmental protection enterprise (federal, state, local, and tribal partners) can regularly conduct business electronically in an integrated way."*

Enterprise architecture offers a disciplined framework for analyzing the mission functions that will be encompassed in the scope of the E-Enterprise program, defining the information and technologies necessary to support the mission, and establishing the transitional processes for implementing new technologies in response to changing mission needs. The Federal Enterprise Architecture (FEA) provides a common language and framework for describing and analyzing strategic, business, and technology functions across the Federal Government.[1] Leveraging the framework of the FEA, an EA for E-Enterprise will enable an integrated view of information exchange functions across multiple offices and regulatory domains within the EPA, and it can be extended to enable collaboration with state and tribal partner governments.

The role of EA in breaking down silos and supporting the overall vision of E-Enterprise can be described in the context of the four primary outcomes from "The Common Approach to Federal Enterprise Architecture" (OMB, 2012):

- Service Delivery: The "Federal Enterprise Architecture Framework v2" (OMB, 2013) includes reference models and other tools for conceptually organizing and analyzing strategic performance goals, mission functions, and business processes. The E-Enterprise governance structure can use this information to first evaluate and prioritize the scope of mission functions that will fall within the umbrella of E-Enterprise, then ensure that IT services directly support the related business needs.
- Functional Integration: The reference models not only provide a means for mapping IT services to functional requirements and business needs, but they also make it possible to identify areas of overlap. EA, therefore, provides a means for ensuring that IT services are not redundantly created to meet similar functional requirements. When business needs are captured from the perspective of customers, EA can also ensure that redundant IT interfaces and other components do not create cumulative burden for customers. Ultimately, this supports the Federal "Shared Services Strategy" (OMB, 2012).
- Resource Optimization: In addition to providing analytical frameworks for strategy and business, the FEA includes reference models and tools for analyzing data, applications, and infrastructure. This provides a means for mapping technical

[1] Additional information is available on the Federal Enterprise Architecture homepage (OMB, 2013).

capabilities to functional requirements, and it likewise provides a framework for identifying areas of overlap or inefficiency in the underlying technical architecture. EA can support resource optimization goals for sharing quality data, leveraging shared infrastructure (including a cloud-first approach), and clearly identifying the ways in which distributed applications interoperate with shared services and components.

- Authoritative Reference: EA provides a common language and consistent framework for describing and analyzing strategic, business, and technology functions. This is essential for coordination within the Agency, across the Federal government, and with state and tribal partners who have a shared role in implementing services for the entire environmental protection enterprise. Specifically, EA documentation will provide a blueprint for various owners of shared services, shared components, and distributed information systems to meet common objectives and design interoperable services.

1.1.2 Policy Guidance

Enterprise architecture is required by the Clinger-Cohen Act of 1996 (P.L. 104-106) with revisions under the E-Government Act of 2002 (P.L. 107-347). The EPA's CIO is required to develop and maintain an IT architecture in accordance with 40 U.S.C. § 11315(b)(2) (2011), and the Office of Management and Budget's (OMB) Office of E-Government and Information Technology is required to coordinate the development of EA within and across agencies in accordance with 44 U.S.C. § 3602(f)(14) (2011). Related implementation guidance from OMB is contained in various documents, including OMB Circulars A-11, A-130, Memoranda 97-16, 00-10, 11-29, 12-10, and the Digital Government Strategy (OMB, 2012). OMB's Office of E-Government and Information Technology, with the support of the General Services Administration and the Federal CIO Council, established the FEA Program.

Corresponding policies at the Agency level include the EPA's Enterprise Architecture Policy (U.S. EPA, 2012), Enterprise Architecture Governance Procedures (U.S. EPA, 2012), System Lifecycle Management (SLCM) Policy (U.S. EPA, 2012), Capital Planning and Investment Control (CPIC) Program Policy (U.S. EPA, 2005), and Earned Value Management Procedures (U.S. EPA, 2012). The Mission Investment Solutions Division (MISD), within OEI's Office of Technology Operations and Planning (OTOP), provides oversight for the Agency's EA and CPIC programs.[2] The Agency's Chief Architect works within MISD and is supported by the Enterprise Architecture Working Group (EAWG). The EAWG is the Agency's architectural subject matter authority, representing EPA National Program Offices and Regions to provide recommendations and decision support to information governance bodies.

These policies mandate a role for EA in the planning, governance, documentation, and design of IT services. The requirements span both program management and capital planning, and they apply at multiple levels of scope, including Agency-level planning,

[2] Additional information is available on the intranet home pages for Enterprise Architecture (U.S. EPA, 2013) and the Mission Investment Solutions Division (U.S. EPA, 2013).

segment-level service areas, and individual information systems. E-Enterprise governance and program management personnel will leverage the discipline of EA to analyze mission functions, identify opportunities for shared services, and plan for the optimal use of IT to support those shared services. The application of EA must be consistent with the policy framework and support the requirements for documentation and reporting.

- Planning: The Agency is required to update and submit an Information Resource Management (IRM) Strategic Plan and an Enterprise Roadmap to OMB on an annual basis.[3] The IRM Strategic Plan ensures that information resources support strategic performance goals and mission functions, and that IRM decisions are integrated with program management activities. The Enterprise Roadmap documents an overall Agency EA that aligns with the IRM Strategic Plan, identifies performance gaps, and establishes a transition plan to implement new or improved technologies to resolve those performance gaps.
- Governance, documentation, and design: As part of the EA Roadmap, the Agency is required to describe the governance and use of EA. Governance is needed to ensure that EA principles are put into practice when implementing the Agency's IT portfolio. This includes the adoption of standards, enterprise services, and shared services to avoid waste and duplication. This also includes investment reviews to ensure that enterprise and shared services are reused and any new technologies align with strategic priorities. On a practical level, enterprise and shared services need to be documented. The documentation will provide the governance board with standards against which they can evaluate IT investment proposals, and it will facilitate reuse and integration by the owners of distributed information systems.
    - Federal level: This level of architecture focuses on services (and associated systems) that serve the entire Executive Branch of the U.S. Federal Government. These mission and support services are organized into Lines of Business (LoBs) that meet Federal-wide functional needs. Prior to investing in IT solutions to support E-Enterprise functional needs, the Agency should first evaluate opportunities to reuse or align with Federal LoBs. OMB-authorized managing partners for Federal LoBs would be responsible for documenting their architectures. The EPA is both a managing partner and service consumer for Federal LoBs.
    - Agency level: The Agency maintains a Technical Reference Model (U.S. EPA, 2013) to categorize information technologies into logical groupings that help technology users understand and identify standard technologies. Consistent with that model, the Agency has also established a Standards Profile of information technologies selected by EPA to be used to perform particular functions (U.S. EPA, 2013).
    - Segment level: Enterprise-wide services and cross-cutting segments and components are summarized in Appendix 3 of the "FY 2013 Enterprise

[3] The IRM Strategic Plan is required by 44 U.S.C. § 3506(b)(2) and OMB Circular A-130 (OMB, 2000). The Enterprise Roadmap is described in "The Common Approach to Federal Enterprise Architecture" (OMB, 2012) and OMB M-13-09, "Fiscal Year 2013 PorfolioStat Guidance: Strengthening Federal IT Portfolio Management" (OMB, 2013).

Target Architecture" (U.S. EPA, 2012). In some cases, these are full end-to-end services that fulfill a functional role for the entire Agency.[4] In other cases, these are shared services that are intended to interoperate with multiple Agency systems.[5] Each owner of an enterprise service/shared service would be responsible for documenting their system architecture.

  - System level: EPA's Enterprise Architecture Policy (EPA, 2012) requires project managers to develop solution architectures to plan for information technology acquisitions and enhancements. The solution architectures must conform to architecture policies and applicable data, security, and IT standards. Clear documentation of the solution architecture provides a comprehensive roadmap for system development and integration with shared services.

- Capital planning and investment control: EA plays a role in all three phases of the CPIC process: select, control, and evaluate.[6]
  - Selection: In this phase, initiatives are evaluated and prioritized for funding and inclusion in the IT portfolio.
    - Agency level: The Clinger-Cohen Act requires the Agency to report a comprehensive portfolio of IT investments (Exhibit 53) as part of its initial budget submission to OMB. In accordance with OMB Circular A-11, the Agency must demonstrate the use of governance processes for overall IT portfolio management. Portfolio reviews should optimize resources and ensure that the Agency selects IT investments that support the Agency's strategic goals, as expressed in the EA.
    - System level: The Agency must also establish a clear business case for individual major IT investments (Exhibit 300). EA provides a framework for performing an alternatives analysis, which must be submitted along with an Exhibit 300 business case for all major IT investments. Clear documentation of the proposed solutions provides a sound basis for projecting and comparing cost and performance baselines. The alternatives analysis must demonstrate:[7]
      1) That the investment supports a business line or enterprise service performance goal as documented in the agency's EA and annual Enterprise Roadmap submission to OMB;
      2) Projected returns on the capital investment that are clearly equal to or better than alternative uses of available public resources[8]; and

[4] An example of a full end-to-end service is the Federal Docket Management System, which serves an Agency-wide function for managing rulemaking dockets.
[5] An example of a cross-cutting service is the Central Data Exchange, which provides central identity management and information exchange services.
[6] The role of EA in capital planning and investment control is detailed in the Office of Management and Budget's (OMB) Fiscal Year 2015 "Guidance on Exhibits 53 and 300" (OMB, 2013).
[7] The requirements for business cases are derived from Appendix J of OMB Circular A-11 (OMB, 2013), which establishes principles of budgeting for capital asset acquisitions. More detailed guidance is provided in the Capital Programming Guide (OMB, 2013), a supplement to OMB Circular A-11 that provides guidance on the principles and techniques for effective capital programming.
[8] Available public resources can include IT services from interagency or intra-agency reusable services or government-wide lines of business. The Agency's Reusable Component Services (U.S. EPA, 2013) provides a central point of access to a broad range of components and services catalogued and stored in various registries and repositories.

3) An effort to first reengineer or simplify business processes and make maximum use of commercial, off-the-shelf technology.

- Control: Using earned value management, the performance of initiatives is measured and monitored. By consistently documenting the performance and technical architectures for multiple information systems and their interconnected shared services, EA can help to evaluate cost avoidance achieved through reuse.
- Evaluation: In this phase, the actual performance of investments is evaluated against projected cost, schedule, performance, and expected mission benefits. The alternatives analysis can also be updated to evaluate emerging alternative solutions. EA can provide the basis for reevaluating legacy investments for conversion to shared service approaches.

1.2 Scope

The E-Enterprise EA is not intended to replace the Agency-level enterprise architecture, which encompasses the full spectrum of EPA's business functions and the full portfolio of IT investments to support those functions. The scope for this task order will be at the sector, segment and system levels to focus on a subset of business functions and a limited portfolio of paper-based and technology-based services that support those business functions.

The business functions within the scope of the E-Enterprise EA will be defined using a business reference model (BRM) that aligns with the model in the "Federal Enterprise Architecture Framework Version 2" (OMB, 2013). E-Enterprise will focus on the BRM sector of "Environmental and Natural Resources." This sector includes the EPA as well as states, tribes, and territories who have delegated authority to implement environmental regulations. Within this sector, E-Enterprise will include the "General Government" functional services of information sharing, regulatory compliance and regulatory enforcement. Other business functions and information systems that focus on administrative or operational support for internal employees are not within the scope of the E-Enterprise EA.

Specifically, the EA scope will focus on mission-driven transactions between environmental agencies and external customers. The business solution architecture will encompass a "to be" portfolio of externally-facing services that support the targeted sector and business functions. The technical solution architecture will encompass a portfolio of distributed information systems that support those services. In parallel, a portfolio of advanced monitoring technologies shall be established to improve compliance and alleviate customer burden through alternatives to customer direct reporting.

To the extent possible, the solution architecture will maximize the use of shared data, components, applications, and infrastructure across the E-Enterprise portfolio to streamline customer burden, optimize resources, and strengthen collaboration with

delegated partner governments.

- At the sector level, the business architecture will identify sources of burden that apply to all external customers, such as researching regulations, locating and accessing services, obtaining assistance, and redundantly sending personal and business contact information. The technical solution architecture will leverage shared IT services to alleviate these sources of regulatory burden, such as common customer portals, IT service catalogs, help desk services, and automated guides for determining regulatory roles. To avoid redundant entry of contact information, the services will reuse persistent customer and business data across programs. The technical solution architecture will also leverage shared services to address redundant IT management, such as federated identities and shared electronic signature solutions, web services, and master datasets.
- At the segment level, agency business reference models will be adapted to identify similar ways that transactional services are implemented across programmatic and organizational silos. In these cases, the business architecture will identify sources of burden that apply to customers in these service areas, such as inconsistent or redundant processes and redundantly sending similar environmental reporting data. The technical solution architecture will leverage shared services to reduce burden in these segment areas. This may include integrated processes, applications, and system interfaces for similar services such as reporting, permitting, and financial assurance.
- At the system level, the scope of this task order will include a standardized framework for analyzing and documenting the individual distributed systems and shared applications within the portfolio. This will include a framework for analyzing IT investment alternatives and documenting application-level solution architectures. This will facilitate future IT investment reviews, and it will help to avoid the development of duplicate services. The standardized documentation will facilitate the integration and reuse of shared data, components and infrastructure.

The scope of this task order is not intended to fully design and deploy a solution architecture that captures every detail of the future E-Enterprise IT portfolio. Existing shared services will be evaluated for their role in the “to be” solution architecture, and they will be fully documented to facilitate early reuse and integration. Future distributed systems and shared components will be identified to fill functional gaps or resolve redundant functional implementation. These future technology services will not be fully designed and deployed within the scope of this contract, but a transition plan shall establish a set of phased priorities to design, deploy, and integrate the services over time. Initial priority for future technology services will focus on E-Enterprise pilot services for direct reporters.

The scope of this task order is also not intended to perform a detailed regulatory burden analysis for each regulatory driver and transactional service. Rather, the EA framework will be leveraged as a tool for analyzing categories of burden in a standardized way. At

a macro level, reference models will be used to identify areas where shared IT services can address gaps or redundancies in customer burden. This will include expanding the use of existing shared services or identifying opportunities for new or improved shared services.

1.3 Objectives

This section states the performance-based objectives relating to this specific task.

1) Work with EPA Programs, States and Tribes to establish a common business reference model (BRM) for identifying similar mission functions and modes of delivery across legacy, and modernized, programmatic and governmental information systems.
2) Establish a standardized framework for categorizing and analyzing estimated customer burden associated with transaction requirements;
3) Use the updated BRM to identify and categorize the baseline of intra-Agency and interagency (state and tribal) regulatory transaction requirements that fall within the scope of E-Enterprise;
4) Create and maintain a catalog of “as-is” distributed information systems that support those requirements, beginning with externally-facing systems;
5) Create and maintain a catalog of “as-is” shared data, components, infrastructure that support applications, and document those shared services to a level of detail that will facilitate integration and reuse, priority should be given to shared services that support externally-facing systems;
6) Show where EPA could optimize the use of existing shared IT resources for supporting existing distributed information systems;
7) Establish an IT service management and communications plan to ensure that Programs are aware of the availability of existing shared services;
8) Perform an analysis of “as-is” systems and shared services to identify gaps or redundancies in supporting transactional requirements, including customer business needs in implementing those requirements;
9) Establish a draft “to-be” solution architecture for businesses in the chemical industry that report directly to EPA. This business area gives E-Enterprise the opportunity to identify shared services at the both the business and technical levels giving EPA the chance to review the savings that can be found from streamlined business functions, such as reporting, and technical shared services that can reduce future operations and maintenance costs.
10) Establish a draft “to-be” solution architecture for future E-Enterprise core shared services at the strategic and business level.
11) Consistent with the EPA’s Enterprise Roadmap, deliver a transition plan for developing the “to-be” technical solution architecture for future distributed systems and shared services. This will include the identification of potential future services based on mission alignment. This will also include a draft analysis for prioritization of which services would deliver the greatest value of burden reductions for the lowest cost.
12) Working with the OEI Mission Investment and Solutions Division (MISD) develop

tools and resources for CPIC planning, including standards for system solution architectures and common approaches for documenting market research and alternatives analyses

13) Develop white papers looking into issues or technologies that could be utilized by E-Enterprise to meet program goals and present an analysis in sufficient depth for EPA to determine whether to investigate further
14) Provide services to E-Enterprise projects that wish to utilize the Task Order to develop their program architecture as a component architecture within the overarching E-Enterprise architecture.
15) Utilize Lean Enterprise Architecture methodologies to enable the EA work done to be done in Lean "sprints" that will work within a defined domain space and develop the architectural components quickly allowing for the analysis in the downstream tasks to be done and resulting in E-Enterprise Architecture products being available early in the development cycle. Because of the nature of the program starting up while the work of the Agency, States, and Tribes is underway there will be times when we have to develop E-Enterprise products quickly in order to have them ready in time for on-going projects to use.

1.4 Requirements

This section defines the requirements of this task order, including tasks (or subtasks) to be performed and deliverables or services to be provided to meet the Task Order's Objectives. The Contractor shall address these requirements in the Technical Approach section of their proposal.

All documentation referenced in the deliverables to the following tasks shall be developed using the general organization and content for documentation outlined in the "Federal Enterprise Architecture Framework v2" (OMB, 2013).

Task 1: Strategic and business architecture

Description: The Contractor shall document the scope of E-Enterprise from the strategic and business perspectives. It is expected that this activity will continue throughout the period of performance with sprints to develop the Architecture for a business area or topic with each pass further revising the new BRM to incorporate new Programs, Legislation, or otherwise to further refine the model.

Objectives:

- Establish a conceptual model of mission functions that fall within the vision of E-Enterprise.
- Develop an E-Enterprise Business Reference Model (BRM) that facilitates an analysis of common mission functions across organizational boundaries.
- Establish a standardized framework for categorizing and analyzing customer burden associated with transaction requirements
- Identify the organizational offices who implement the mission functions.

- Identify the key customer groups serviced by the offices.
- Identify state groups serviced by the offices including delegated programs.

Activities: The Contractor shall:

- Propose an approach for documenting mission functions in a business reference model that will facilitate functional integration. The approach must align with the most recent FEA BRM and the draft Agency BRM. In addition, the models should enable comparisons of similar modes of delivery across EPA media programs. For example, the functional roles for two programs may involve air or water compliance, but both could share modes of delivery such as permitting, reporting, or financial assurance. It should be noted that this BRM is specifically for E-Enterprise, it is not replacing the current EPA BRM but rather looking at the same information from a different viewpoint that's unique to this Program. The EPA BRM looks at Air and Water each having a permitting function, the E-Enterprise BRM would look at Permitting having Air and Water as components, it's a fundamental shift in how we look at these functions that's oriented around looking for common functions where we might leverage the work to find efficiencies that could save time or money.
- Working with the COR and as directed update the BRM throughout the life of this TO as new regulations are promulgated, regulations are updated, or as new Programs are added to the E-Enterprise Program. E-Enterprise has the need to move quickly, all of the Programs that are part of E-Enterprise are already developed and in software maintenance, or are moving fast into the development phase of their projects. The Contractor and COR will agree upon a subset of services and Programs to become part of the initial BRM to be developed.
- Establish relationships with State/Tribal partners who have already undertaken an environmental reporting consolidation effort and review the work done on those efforts to see how they may inform the work in this task order.
- Establish visual and written summaries highlighting the scope of mission functions that would involve services within the umbrella of E-Enterprise.
- Identify and cross reference the organizational offices who implement the functions, including those that are delegated to state partners.
- Deliver an abstracted set of categories of stakeholders and customers impacted by the mission.
- Working with the COR and subject matter experts from OEI's Information Strategies Branch, the Contractor shall establish a standardized framework for categorizing and analyzing customer burden associated with transaction requirements. This shall be based on a review of common customer business needs for fulfilling their roles for transaction services. This shall include the activities required by the source policies, as well as the activities associated with accessing and using the supporting IT services. Essentially, this is to develop estimated burden levels for a specified set of customer business needs allowing for a rapid burden calculation to be done to give an estimated burden number to use in analysis.

Deliverables	Date Due

• Recommended Approach for E-Enterprise BRM Documentation	One month after award
• Draft approach for categorizing customer burden	6 weeks after award
• E-Enterprise Business Reference Model	Quarterly, as required

Task 2: Documentation of as-is shared services

Description: An initial portfolio of electronic information services was identified for funding in FY2014. The systems are projected to contribute to regulatory burden reduction and forward the vision of E-Enterprise.

Working with the COR the Contractor shall identify existing "as-is" shared services that are consistent with the targeted E-Enterprise mission functions from Task 1 and can be integrated with the initial systems for resource optimization. The Contractor shall develop a common documentation format to support reuse of the services. The Contractor shall identify where the services and customer groups fall within the draft models of strategic and business architecture.

Objectives:

- Develop a format that can be used to document EPA's shared services to enable them to be reused across the enterprise. The format is to be consistent with the documentation standards of the FEA Framework v2. E-Enterprise must also select a repository to house the documentation and support E-Enterprise projects by providing a search capability to aid projects in identifying shared services that they can utilize. The EPA Reusable Component Services (RCS) library will serve as the initial documentation repository by E-Enterprise.
- Develop a list of existing "as-is" shared services that are utilized by the Agency today and to link those shared services to the E-Enterprise BRM developed under Task1.
- Document the shared services to enable their reuse by the E-Enterprise projects the Agency funds as well as other projects that can benefit from the shared services portfolio.
- Enter the documentation into the E-Enterprise documentation library to enable the services to be discovered and utilized.
- Update the documentation library as new shared services are developed by EPA Programs. The new shared services will be linked to the E-Enterprise BRM, added to the list of as-is components, and entered into the E-Enterprise documentation library. The intention is for the as-is list of shared services to be a comprehensive list of all shared services that are part of the E-Enterprise Program.
- E-Enterprise may adopt a different source than RCS for the documentation of E-Enterprise shared services. If this happens the Contractor will work with the RCS staff and staff from the new repository to migrate the documentation of E-Enterprise to the new repository. In the event that a new documentation repository is adopted it shall be used for work accomplished under this task everywhere that

RCS is specified throughout this TO.

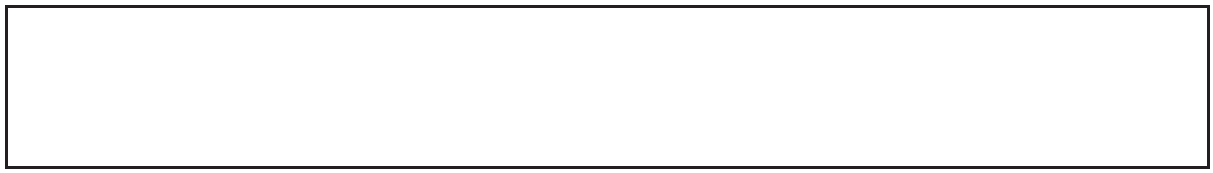
Activities:

- The Contractor shall propose an approach for documenting the shared services that will be developed and consumed by projects working within the E-Enterprise Program area. The documentation should enable an organization discover services in the E-Enterprise documentation library, as well as understanding all inputs, outputs, and the business logic that will be applied so that a determination can be made that the module will meet their needs. The Contractor will submit the proposed approach to the COTR for review by the Government and the Government will have 15 days to review the proposal. Upon receipt of comments the Contractor will deliver a final version within 5 days.
- To maintain the document format throughout the life of the TO and update it as necessary to accommodate the changing needs of the Program. Should the documentation format need to change the COR will request the Contractor to update the existing format and provide it for Government review. After Government reviews are incorporated the Contractor will deliver a new final. The Contractor will work with the COR and others to determine if the new information needs to be added to the existing shared services and if so the most efficient way to do so. The Contractor should assume there will be 2 iterations to accommodate changes to the information documented for shared services after the initial format has been finalized.
- The Contractor will recommend a content management/knowledge management strategy for a shared services portfolio and upon approval by the COR work with the E-Enterprise and RCS Teams to identify how the shared services documentation will be stored in RCS to implement this strategy. The goal of the strategy is to enable reuse by E-Enterprise, and other, projects within the Agency.
- The Contractor will develop an “as-is” list of shared services within the Agency. The Contractor will work with the COR to recommend a list of EPA Programs to be asked if they have services to contribute to the as-is list. It is expected that many of the initial services will come from OEI. The Contractor should expect to need to work with up to 10 organizations to ask for input and should expect up to 200 shared services to be documented as part of the “as-is” effort. It is not expected that the Contractor will develop all of the documentation or enter it all into RCS. The Contractor should expect to respond to questions about the format and information to be provided, for questions relating to the use of RCS in entering the data, and other questions to provide some help, but extensive questions on RCS should be referred to the RCS staff. The Contractor should plan to support entering documentation on up to 15 percent of the identified shared services into RCS. The “as-is” list that is developed will be provided to the government as an Appendix to the regular Monthly Report. The number of help questions by topic (documentation help, RCS help, just broad categories), and the number of shared services (by organization) for which the Contractor had to provide aid in entering the documentation into RCS will be provided in the

Monthly Report in the body of the report as part of the report on this task.

- The Contractor shall survey identified EPA organizations by providing them with the list of shared services in RCS and asking if they have additional services to contribute. This may be done up to twice (expected to be annually) across the entire Task Order period of performance. If requested this list will be provided as an Appendix to the Monthly Report due after the list is finalized.
- The Contractor will ensure the documentation submitted by each organization is complete and will aid in getting the documentation entered into RCS. It is expected that the submitting organizations will enter the bulk of the documentation into RCS but the Contractor will maintain an electronic library of all submissions so that it's possible to cross check against what is entered to ensure completeness and correctness if required.
- The Contractor will provide continued assistance to E-Enterprise projects to ensure that the shared services that are developed are properly documented and added to RCS. The Contractor will document as part of the monthly report the projects being worked with and the estimated number of services each project may use from RCS and the number of new shared services the projects may contribute to RCS.
- The Contractor shall provide monthly statistics on the e-Enterprise Shared Services available in RCS. The statistics will provide information on the total number of services available, the number by AAship, by Organization (this definition will be worked out between the Contractor and COTR after award and will be part of the standard documentation format), and by such other criteria that are available for queries and are directed to become part of the standard reports. The COR will facilitate the Contractor working with the RCS staff to enable the reports to be generated as needed. The monthly report will be provided as an appendix to the Task Order Monthly Report.

Deliverables	Date Due
• Proposed Shared Service Documentation Format	2 weeks after task startup
• Draft content management/knowledge management strategy for a shared services portfolio	3 weeks after task startup
• Draft list of "as-is" shared services	3 weeks after task startup
• Final Shared Service Documentation Format	20 days after EPA comments are received on the draft format
• Final content management/knowledge management strategy for a shared services portfolio	20 days after EPA comments are received on the draft format
• Updated list of "as-is" shared services	20 days after EPA comments are received on the draft format
• Ongoing updates to shared services	As required



Task 3: Analysis for functional integration

Description:
Using the reference models developed in Task 1, the Contractor shall perform an analysis of the strategic and business architectures to identify groups of services within the environmental sector that support similar functional requirements across multiple programmatic and organizational silos. Examples may include but not be limited to permitting, reporting and financial assurance.

The Contractor shall also perform an analysis of common customer business needs and identify opportunity for cumulative burden reduction through shared services. This shall include an analysis of business needs that apply across the full E-Enterprise service portfolio, as well as similar business needs within functional groupings described above.

Objectives:

- Identify opportunities for cumulative burden reduction through shared services. This includes burden across the portfolio and within business areas. Examples may include redundant collection of similar information and redundant or inconsistent requirements.
- Identify opportunities for harmonizing source regulations that drive the transactional requirements.

Activities:

- Upon receiving approval from the COR the Contractor shall review the BRM created under Task 1 and use it to identify Regulations, Programs, and stakeholders where the same or similar functions are being performed by more than one business area covered by the model
- The Contractor shall make recommendations as to functional areas (permitting, monitoring, etc.) where EPA may be able to achieve greater efficiency in performing an identified functional area by streamlining data collections, regulatory reform, data or process sharing, or other method that would enable efficiencies in environmental programs.
- The Contractor shall review the updates to the E-Enterprise BRM after each update cycle where a new BRM has been proposed to determine if there have been sufficient changes to warrant a new review by functional area. The Contractor will propose such a review to the COR when warranted.

Deliverables	
• E-Enterprise Functional Integration Review Recommendations	90 days after award
• Ongoing E-Enterprise Functional Integration Review Recommendations	Quarterly, as required

Task 4: Analysis for resource optimization

Description:
The purpose of Task 4 is to build upon the previous tasks and perform a more comprehensive review of the "as-is" portfolio of information systems. The Contractor shall review the portfolio to identify gaps, overlaps, and inefficiencies in the use of IT resources. The review will support the "to-be" analyses in Tasks 5, 6, and 7.

The Contractor shall conduct an inventory of existing EPA paper-based processes and distributed IT systems that support the scope of E-Enterprise business services identified in Task 1. The Contractor shall combine this new inventory with the "as-is" shared services research from Task 2 to establish a comprehensive "as-is" E-Enterprise information system portfolio.

The Contractor shall then perform a review of the distributed systems, shared services, and underlying data, applications, and infrastructure. The review shall identify gaps in technology services, including opportunities to convert remaining paper-based processes to technology services. The review shall also identify inefficiencies and redundancies in existing IT systems and offer recommendations for new shared services (including cloud-based infrastructure), improvements to existing shared services, and improved processes such as data governance.

Objectives:
- Establish a comprehensive inventory of "as-is" E-Enterprise information systems.
- Review the portfolio of systems for gaps, inefficiencies, and redundancies.
- Identify opportunities to optimize IT resources, including the underlying data, applications, and infrastructure that support information systems.

Activities:
- To Establish a inventory of "as-is" E-Enterprise information systems, including the "as-is" shared services previously identified in Task 2, the Contractor shall:
    - Create an IT system inventory: The Contractor shall first leverage existing resources, including the EPA's System of Registries (SoR), Enterprise Roadmap, and Capital Planning and Investment Control (CPIC) reports to obtain information on the Agency's full portfolio of IT systems. The Contractor shall then narrow the list down to those systems that fall within scope of the E-Enterprise business architecture.
    - Create a Paper-based system inventory: The Contractor shall cross reference the E-Enterprise IT portfolio against the business architecture to identify any paper-based systems or other IT systems not previously inventoried in the resources above.
- Identify gaps in technology services, including opportunities to convert remaining paper-based processes to technology services.
- Analyze the IT services and underlying architecture from the perspective of customer business needs and categories of burden. This may include the identification of redundant interfaces, datasets, etc.

- Collaborate with E-Enterprise stakeholders (Programs, States, etc.) to recommend areas where it's possible to optimize resources and streamline burden for E-Enterprise services. Working with IPTs created for this purpose, the Contractor shall work with States/Tribes to identify opportunities for resource optimization through shared services or through common approached for managing IT resources that are internal to the delegated programs.
- Deliver a set of recommendations, based on the information and time available, for new shared services, improvements to existing shared services, and improved processes such as data governance. The recommendations shall cover all aspects of documented technical architecture, including data, applications, and infrastructure. The recommendations shall also cover the categories of customer burden identified in Task 1. Recommendations shall distinguish between EPA-specific technical architecture, shared EPA-state technical architecture, and state-specific technical architecture.
- Update the E-Enterprise resource optimization reviews to accommodate new regulations, advances in technology, as identified by EPA as being part of the desired E-Enterprise optimization reviews

Deliverables	
• Inventory of IT and paper based information systems for E-Enterprise • Initial Resource Optimization Review Recommendations • Ongoing E-Enterprise Resource Optimization Reviews	One month after completion of Task 3 Two weeks after completion of system inventory Quarterly, as required

Task 5: Chemical Industry Direct Reporter "to-be" Shared Services Analysis

Description: There are a number of Laws with regulations that require businesses in the chemical industry to report directly to EPA including the Toxic Substances Control Act (TSCA), the Federal Insecticide, Fungicide and Rodenticide Act (FIFRA), the Toxic Release Inventory (TRI) program, the Clean Air Act (CAA), the Emergency Planning and Community Right-To-Know Act (EPCRA). This provides a discrete universe of direct reporters, and a limited set of reports that can quickly benefit from the availability of shared services that are identified to meet common needs across these programs. This discrete set of business functions and IT services to support the business functions are part of a funded pilot project for the broader E-Enterprise program. Task 5 will include a parallel implementation of the activities described in Tasks 1 through 4 with a focus on the pilot services for direct reporters. It will also pilot a set of "to be" solutions on an expedited schedule in advance of the activities in Task 7, however it's work will be analyzed and included in the eventual reports from Task 7 to further enable the

sharing of chemical data between E-Enterprise Stakeholders.

Objectives:

- Consistent with the BRM developed in Task 1 identify a discrete set of EPA Programs that accept reports, or conduct transaction services directly with the business community.
- Consistent with the activities described in Tasks 2 and 4, identify the "as-is" information systems, distributed systems, and shared services that are relevant to the subset of direct reporters, and analyze the data, applications, and infrastructure for IT resource optimization.
- To identify common elements of these reports. These elements may be data elements that could benefit from a common definition, a function that the reporting entity must perform in order to submit the report such as a uniform signature agreement, a common set requirements for collaboration between EPA and businesses, or other functions for which a shared service would be valuable.
- To identify a group of Subject Matter Experts (SME) and convene a workgroup to identify how the Programs might use shared services to meet their common needs.
- To document the requirements that define the shared-services that would meet the common needs for some or all of the identified EPA Programs.
- To work with the COR and a group of Subject Matter Experts (SME) from the identified Programs to validate the requirements and document any special issues particular Programs may have in utilizing the services.
- To identify a Program that will serve as the Implementing Program for one or more of the shared services.
- To document the resulting set of shared services by Implementing Program for presentation to the E-Enterprise Governance Board as a candidate set of shared services to fund in the next Project funding exercise.

Activities:

- The Contractor shall identify the EPA Programs that accept reports from or conduct transaction services directly with the reporting community.
- The Contractor shall identify the "as-is" distributed systems and shared services that are relevant to the subset of direct reporters, and analyze the data, applications, and infrastructure for IT resource optimization.
- Consistent with Task 3, the Contractor shall perform an analysis for functional integration and common business needs. The Contractor shall identify common elements across the data or reporting process that could benefit from shared services and document these elements. Areas of opportunity for streamlining services include the creation of a common Electronic Signature Agreement, Corporate/Facility Profile model, and collaboration/correspondence capability that can satisfy the requirements and be accepted by the various programs under TSCA, FIFRA, TRI, CAA, EPCRA, and other potential EPA programs, regardless of the program for which they were originally created. The results of this analysis will be documented in the Analysis of Chemical Programs and Reports

deliverable as shown below.

- Consistent with Task 7 establish a “to-be” architecture for direct reporter pilot services. The collaboration shall include the following sub-activities:
    - The Contractor shall support the efforts of a workgroup convened by the E-Enterprise Program to analyze the identified Program reports or business processes to identify common functions or features and document the areas where shared services can provide value to the Programs.
    - The Contractor shall facilitate requirements sessions with a number of SME, and others as invited by the COR, to identify a common set of requirements that will enable one or more shared services to meet the programmatic needs of two or more of the Programs. Requirements sessions will be held for each shared service that has at least 2 Programs that would benefit from its being developed.
    - The Contractor shall document the results of each requirements session identifying the participants in the session and the Programs they represented, the initial set of shared service(s) that the workgroup considered, the final list of shared services that the workgroup determined were of value to the Programs, the requirements that define each of the agreed to shared services, and for each shared service the Implementing Program that has agreed to develop the shared service, subject to the final requirements list and the funding of the development
    - After all workgroup sessions have been completed the Contractor will develop a Workgroup Summary Report that will document the dates and participants of all workgroup sessions, the major topics discussed, the decisions that were finalized by the workgroups, and listing any issues that remain unresolved that the workgroup(s) were unable to agree upon.

Deliverables	Date Due
• Draft Analysis of Chemical Programs, Industry Reporting Requirements, and Transaction Services	3 Months after award
• Final Analysis of Chemical Programs, Industry Reporting Requirements, and Transaction Services	Final Report due 5 days after receiving EPA comments
• Draft Workgroup Facilitation Report(s)	Draft Progress Reports due 5 days after each meeting
• Final Workgroup Facilitation Report(s)	Final Progress Reports due 5 days after receiving EPA comments
• Draft Workgroup Summary Report	Draft Final Workgroup Summary Report due 10 working days after the last workgroup meeting
• Final Workgroup Summary Report	Final Workgroup Summary Report due 5 working days after receipt of EPA comments

Task 6: Analysis for "to-be" shared services and core E-Enterprise components

Description: The Contractor shall develop functional goals and technical requirements for "to-be" shared services and core E-Enterprise components. This shall include an analysis of federal lines of business and other intergovernmental reusable services. This shall also include an analysis of private sector market categories.

Objectives: Using the information that has been gathered by the prior tasks, the interactions, where possible, with IPTs and project teams, the Contractor will develop a high level description and requirements for "To Be" tools that would aid E-Enterprise projects to better leverage common resources or to improve on existing resources to aid in their ability to be used across multiple E-Enterprise Program projects that are planned or underway.

Activities:

- The Contractor shall review the work projects from the prior tasks under this task order. Throughout the execution of those tasks there were areas identified where EPA could explore avenues for saving resources in developing new ways to achieve the goals of the programs.
- The Contractor shall identify shared components or services that would apply across the full portfolio of E-Enterprise services. Examples could include but not be limited to federated identity management and a personalized home page.

- The Contractor shall identify shared components or services that would apply across a subset of the full portfolio of E-Enterprise services. Examples would include the central management of Hazardous Waste (HW) Handler IDs allowing for the coordination of IDs across HW programs, services to return the FRS EPA ID, identification of special report formats to ensure consistency in the way data is displayed or the recommendation of a shared data element definition)
- The Contractor shall also identify those areas where multiple programs, projects, data collections, or other activities are undertaken by more than one EPA Program, State/Tribal Program, or other collection of information that could, potentially, be streamlined.
- The Contractor shall maintain a list of the identified opportunities to be discussed by the E-Enterprise Program Team. The Contractor shall make recommendations to the E-Enterprise Program Team on areas that merit further research working with E-Enterprise Project Teams to see if a streamlined process, collection, IT function, or other function could be developed that would save EPA/State/Tribal programs time or money in meeting the requirements of their Program.
- Where the Contractor finds that an opportunity for streamlining exists they will recommend to the E-Enterprise Program Team that it be developed further with a high level description and high level requirements. The list of identified "To Be" components will be shared with E-Enterprise projects on a regular basis. If an E-Enterprise Project Team decides to take on the job of describing the implementation of the component the Contractor will work with the team to ensure that they understand the high level requirements and the elements that make it a useful shared component. As there is an interest in tracking the usefulness of this effort, if there is a successful shared component developed from the To-Be components list the Contractor will document that in the list of components. The Contractor will then, pass the information to Task 2 to ensure that the shared component is documented properly in the E-Enterprise Catalog of shared components.
- As this task is one that will have constant updates as the Task Order continues its work this list will be maintained as Draft throughout the lifetime of the Task Order and shall be delivered as a Final version just prior to the Task Order ending.

Deliverables:

Deliverables	Date Due
• Draft List of Recommended E-Enterprise To-Be Services and Core Components	120 days after award, then as required
• List of Recommended E-Enterprise To-Be Services and Core Components	1 Month Prior to task end date

Task 7: Planning for Future Technical Architecture

Description: It is anticipated that the full set of shared services will not be identified or documented within the scope of this task order, however a number of "to-be" shared services will be identified under Task 6 and may be requested by e-Enterprise projects that are under development. This task will give a rough estimate of the resources required to implement these services at EPA to make them available to e-Enterprise and other projects in the Agency.

Objectives: To provide the E-Enterprise Program input on what services are needed to better enable the vision of projects working within a shared services environment at EPA that leverages prior software and system investments to satisfy new and emerging needs. To develop a draft E-Enterprise Technical Solutions Architecture (EETSA) that can be used to guide the thinking of E-Enterprise partners as they modernized their systems. This draft EETSA would include any technical components that become part of the E-Enterprise planned effort, major systems that will be part of the information exchange, categories of shared services that will be available to support E-Enterprise partners in developing new services and tools for Stakeholders. This draft EETSA will be maintained for the life of the task order with new versions delivered as major components are identified.

Activities:

- Develop a Draft E-Enterprise Technical Solutions Architecture that incorporates the elements that have been identified as part of E-Enterprise, these may include a BPM suite, the major categories of Shared Services that have been identified supporting E-Enterprise development, Information Systems using E-Enterprise services to share their information with Stakeholders, and other components that will be identified later in the program as planning takes place. The EETSA will be updated on a regular basis as new elements are identified to add or new interactions are discovered for existing elements in the EETSA.
- Throughout the period of performance for this TO the Contractor will maintain a list, to be provided monthly as an appendix to the Monthly Report, which lists the shared services that have been identified prior to that month. When directed by the COR the Contractor shall work with the COR to identify the list of shared services to be incorporated into the Transition Plan. For the purpose of this analysis a number of "like-kind" services may be grouped together as a Shared Services Group for a single estimate under this Task. The Contractor shall endeavor to make an estimate based on their experience in the field of software development as to the likely development time required for the "to-be" services.
- Based on their estimate of development time the Contractor shall deliver a roadmap for future steps on analysis and design of the shared services, as well as a transition plan with "best estimate" dates for when they might be available,

assuming sufficient funding is available at the start of their planned development. As part of the roadmap the Contractor will also maintain a list of recommended new technologies that EPA should investigate, however, whenever possible there should always be a recommendation using a technology that EPA is already using, then a recommendation for investigation of new technologies that will be new features into EPA's technological infrastructure.

Deliverables	Date Due
• Draft E-Enterprise Technical Solutions Architecture	One Month after contract award, then as necessary
• List of Shared Services to incorporate into the Transition Plan	Two Months after Task startup, then Quarterly
• Development Roadmap and Transition Plan	One Month after delivery of the Shared Services List, then Quarterly

Task 8: Tools and resources for CPIC process

Description: The Contractor shall develop tools and resources to support:

- Investment review boards at the portfolio level; and
- Alternatives analyses and solution architectures for individual IT investments

Objectives:

- To provide tools that can be used by projects using shared services in estimating the cost avoidance they can achieve by fully leveraging the capabilities E-Enterprise makes available to the Agency

Activities:

- The Contractor will work with the COR, the CPIC team in OEI, and E-Enterprise Program and Project managers to look across the E-Enterprise effort and identify common elements related to E-Enterprise CPIC submissions.
- Using these common elements that all E-Enterprise projects have to include in their CPIC submissions the Contractor will recommend CPIC tools or resources that can be developed that will aid E-Enterprise projects in completing their CPIC submissions. An example might be a format for an E-Enterprise cost/benefit analysis, or a common table of information on E-Enterprise that all CPICs should include, and other material of this sort. The goal here is not to do a cost benefit analysis but rather to come up with a method of doing an E-Enterprise cost benefit analysis that takes advantage of information that is known and common across E-Enterprise projects so that completing one for an E-Enterprise project is simplified.
- The Contractor will support E-Enterprise projects if needed in using the tool or

incorporating the information into their CPIC. The Contractor isn't to do the cost benefit analysis, their role would be to aid the Federal staff or their Contractors in using the tool to do their cost benefit analysis for their project.

- This task will iterate through the period of performance with existing tools already developed evolving further and developing new ones as the need for additional one surface over time.
- The Contractor will maintain the List of suggested CPIC Tools and Resources to Develop report over the life of the TO. This list will have the suggestions for Tools and Resources to develop that have been received from E-Enterprise project teams, the decision on whether to implement, the date the implementation started, the date ended, and whether the project was successful in developing the Tool or Resource.
- The Contractor shall also maintain the Development Report and Documentation for CPIC Tools and Resources. This deliverable will have a section for each Tool or Resource developed to contain the date the project was started, the date ended, the E-Enterprise projects that recommended this Tool or Resource, the names of those on the development team, the projects that tested the resource and, as possible, maintain a list of those projects that are using the tool or resource in their CPIC. The information on what Tools or Resources are being used will generally be provided by the COR with the Contractor maintaining the list of projects as part of the development report. Tool or Resource documentation will be maintained as a series of Appendices to the Report to enable documentation to be easily cut out and sent to a project team.

Deliverables	Date Due
• List of suggested CPIC Tools and Resources to develop	6 weeks after Task startup and then Quarterly
• Development Report and Documentation for CPIC Tools and Resources	Quarterly, as needed, after startup of task

Task 9: E-Enterprise Communications Support

Description: To provide support to communicate information about E-Enterprise, the architecture and shared services work, and general information about the E-Enterprise project to EPA, State, Industry, and the public as necessary to reach out to the many stakeholders that will be part of E-Enterprise.

Objectives: To develop messages, briefing materials, web pages and other communications products that can be used to communicate with E-Enterprise stakeholders.

Activities:

- The Contractor will maintain a communications plan for the efforts under E-

Enterprise where briefing materials will be required, the plan will take the form of a short document that describes the central messages we are trying to convey to the audiences we want to reach. This plan will also include a spreadsheet that identifies each communications opportunity where materials will be (or have been) provided. The spreadsheet will maintain, at a minimum, a title for the briefing being given, the audience, the format (PowerPoint, discussion, web page(s), flyer, etc.), the location, and date.

- Materials may be developed that will be utilized in briefings where the overall briefing is developed elsewhere and this TO is only providing slides or other materials to be part of the briefing.

The Contractor may assume the body of the Communications Plan will be from 8-12 pages in length, it may be revised during the project as the key messages for the E-Enterprise Program and the Architecture effort evolve as the program matures. The Contractor may assume one major update to the document with minor updates as the key messages change throughout the program. For communications materials the Contractor should assume up to 4 new 10 page PowerPoint slide decks during 6 of the 12 months after award, and additional slide decks where most slides are reused from other materials with minor updates to 2-3 slides and the creation of 1-2 new slides with current information on the program. There will be one slide deck per month created for the E-Enterprise Executive Steering Committee meeting (an example of the ESC briefings in use under the HR LOB program is attached).

The E-Enterprise web site is maintained by another Contractor the Contractor should assume they may develop 1 – 3 web pages for this site relating to the Architecture program with updates provided as the program matures.

Deliverables	Date Due
• Communications Plan	1 Month after award, updated as needed
• Communications Materials	Materials: as identified in the Communications Plan

Task 10: E-Enterprise Technology Research and White Paper Development

Description: The E-Enterprise Program is a new Program at EPA that is still evolving as EPA's, and our partners, understanding of E-Enterprise and the way it will effect EPA's regulatory activities, in particular E-Enterprise will have wide ranging changes to the way EPA interacts with the regulated community and its partners in the States and Tribes. It is expected that EPA will need to investigate and understand how new technology and data exchange opportunities could be leveraged by EPA as part of E-Enterprise. This Task and each research effort undertaken under it are only to be undertaken at the direction of the COR.

Objectives: The goal is to ensure that as new methods of representing the Enterprise

Architecture of a Program such as E-Enterprise, or as new technology is developed and becomes sufficiently mature for EPA to consider using it as part of the E-Enterprise suite of tools it will be necessary to research and review these new capabilities and ensure that they are understood by all partners in the E-Enterprise Program. As an example of a paper to be developed under this Task, it is likely that the first White Paper developed under this Task will be a Mobile Strategy for E-Enterprise.

Activities:

- The Contractor will investigate and research new technologies as directed by the COR. The COR will identify the topic to be researched and provide the Contractor with links to any materials provided to the COR that may form a starting point for the Contractors research. The COR and Contractor will discuss the effort and develop a planned schedule during the first week after the White Paper is tasked.
- The Contractor will develop white paper(s), as directed, providing EPA with regular updates as the research is underway. It is expected that the Contractor will maintain an open dialog with EPA during the research effort and that the Contractor shall raise any issues with the COR immediately. The effort will be documented in the monthly report with informal progress briefings made to the COR while the effort is underway. It is likely that one or more meetings with EPA staff working on similar issues may need to be set up. Either the COR or the Contractor may recommend such meetings.
- The Contractor shall provide EPA with a draft of the research report that details the problem or technology that was investigated, the information resources that were utilized, a summary of the Contractors findings and analysis, and the final result or recommendation that the Contractor is making after concluding the research effort. EPA will have up to 15 working days to review the draft research report and to provide comments to the Contractor. The Contractor will incorporate EPA's comments, or discuss them with the COR, as required, and deliver a final version 10 working days after EPA provided comments to the Contractor.

The COR will task the Contractor in an email with each white paper to be developed. The COR will identify the estimated complexity of the effort as tasked, the Contractor shall review the materials and begin the effort immediately and will respond to the COR within 2 working days either agreeing to the estimated complexity level as specified by the COR or suggesting a different complexity level, along with a justification for the requested change. If the complexity level is adjusted either then or anytime during the research activity the COR will do so in an email to the Contractor.

Deliverables	Date Due
• White Papers (draft)	As required (up to 10)
• White Papers (final)	10 days after receipt of comments from the COR (up to 10)

Task 11: Additional Office Specific Enterprise Architecture Support

Description: E-Enterprise is a far ranging project that is likely to touch every Program or Office at EPA that collects data either voluntarily or as part of a regulated program, or that is making data available to EPA's stakeholders whether they are other Federal Government, State, Tribal, Industry, or the Public. As new Programs are approached they may want to engage in an architectural effort of their own to ensure that their information collection programs, stakeholder communities, technologies, and information systems are fully coordinated with each other and with the E-Enterprise Program.

The efforts under this task will only take place if the COR provides the Contractor with specific technical direction to initiate work. Should the COR initiate efforts under this task the basics of the overarching scope of the effort as to EPA, State, and/or Tribal partners will be involved, the likely interactions with the EA IPT formed under ECOS, and the goals of the specific effort will be identified. The COR and the Contractor Project Manager will meet within the first two weeks after startup to discuss the planning efforts to be started, and to discuss schedule and budget limitations of the effort. The Contractor will provide the COR with a schedule and staffing plan for the effort within one week after the meeting. Schedule, budget, and progress will be reported on in the Monthly Progress Report.

Objectives:

- Consistent with the BRM developed in Task 1 identify a discrete set of EPA Programs that accept reports, or conduct transaction services directly with the business community.
- Consistent with the activities described in Tasks 2 and 4, identify the "as-is" information systems, distributed systems, and shared services that are relevant to the subset of direct reporters, and analyze the data, applications, and infrastructure for IT resource optimization.
- To identify common elements of these reports. These elements may be data elements that could benefit from a common definition, a function that the reporting entity must perform in order to submit the report such as a uniform signature agreement, a common set requirements for collaboration between EPA and businesses, or other functions for which a shared service would be valuable.
- To identify a group of Subject Matter Experts (SME) and convene a workgroup to identify how the Programs might use shared services to meet their common needs.
- To document the requirements that define the shared-services that would meet the common needs for some or all of the identified EPA Programs.
- To work with the COR and a group of Subject Matter Experts (SME) from the identified Programs to validate the requirements and document any special issues particular Programs may have in utilizing the services.
- To identify a Program that will serve as the Implementing Program for one or

more of the shared services.
- To document the resulting set of shared services by Implementing Program for presentation to the E-Enterprise Governance Board as a candidate set of shared services to fund in the next Project funding exercise.

Activities:
- The Contractor shall identify the EPA Programs that conform to the parameters presented by the COR with the technical direction to initiate this task..
- The Contractor shall identify the "as-is" distributed systems and shared services that are relevant to the identified subset of Programs and reports to EPA, States or Tribes as appropriate, and analyze the data, applications, and infrastructure for IT resource optimization.
- Consistent with Task 3, the Contractor shall perform an analysis for functional integration and common business needs. The Contractor shall identify common elements across the data or reporting process that could benefit from shared services and document these elements. Areas of opportunity for streamlining services include the creation of a common Electronic Signature Agreement, Corporate/Facility Profile model, and collaboration/correspondence capability that can satisfy the requirements and be accepted by the various programs, regardless of the program for which they were originally created. The results of this analysis will be documented in the Final Workgroup Summary Report deliverable as shown below.
- Consistent with Task 7 establish a "to-be" architecture for reporters, or other transactions with EPA to identify a set of pilot services. The collaboration shall include the following sub-activities:
    - The Contractor shall support the efforts of a workgroup convened by the E-Enterprise Program to analyze the identified Program reports or business processes to identify common functions or features and document the areas where shared services can provide value to the Programs.
    - The Contractor shall facilitate requirements sessions with a number of SME, and others as invited by the COR, to identify a common set of requirements that will enable one or more shared services to meet the programmatic needs of two or more of the Programs. Requirements sessions will be held for each shared service that has at least 2 Programs that would benefit from its being developed.
    - The Contractor shall document the results of each requirements session identifying the participants in the session and the Programs they represented, the initial set of shared service(s) that the workgroup considered, the final list of shared services that the workgroup determined were of value to the Programs, the requirements that define each of the agreed to shared services, and for each shared service the Implementing Program that has agreed to develop the shared service, subject to the final requirements list and the funding of the development
    - After all workgroup sessions have been completed the Contractor will

develop a Workgroup Summary Report that will document the dates and participants of all workgroup sessions, the major topics discussed, the decisions that were finalized by the workgroups, and listing any issues that remain unresolved that the workgroup(s) were unable to agree upon.

Deliverables (up to 4 of each below deliverable)	Date Due
• Analysis of Programs and Reports	3 Months after task initiation
• Draft Workgroup Facilitation Report(s)	Draft Progress Reports due 5 days after each meeting
• Final Workgroup Facilitation Report(s)	Final Progress Reports due 5 days after receiving EPA comments
• Draft Workgroup Summary Report	Draft Final Workgroup Summary Report due 10 working days after the last workgroup meeting
• Final Workgroup Summary Report	Final Workgroup Summary Report due 5 working days after receipt of EPA comments

1.5 Other Information

This section provides additional information on the requirements for this task order.

1.5.1 On-site Contractor Support

__ Yes _X_ No. The task order requires on-site contractor support.

If yes, please describe the specific support to be provided on site. Note: All IBC vendors understand the requirement to attend on-site meetings.

1.5.2 Government Furnished Space or Property (GFP)

__ Yes X__ No. The task order involves the provision of government space.

Describe the government location where the support work shall be provided. Describe office facilities (e.g., cubicle) to be provided at the government site.

__ Yes X__ No. The task order involves the provision of GFP.

Please describe the specific property to be provided as well as state the requirements for maintaining and accounting for this property, if applicable.

1.5.3 Additional Progress or Financial Reporting

__ Yes X__ No. The task order requires additional progress or financial reporting.

If yes, please describe the type and frequency of the additional reporting required (e.g., Is Earned Value Management (EVM) reporting required? Will the contractor be asked to report spending by each deliverable or product produced?)

Note: The ITS-BISS contract requires that contractors provide a monthly progress report to the TOPO. Monthly reports describe progress on TO activities and funds spent. The CO can provide more information about content and format of the monthly contractor progress report if necessary.

Clauses for Task Order

All applicable terms and conditions of the contract EP-W-11-019 remain in full effect.

Section 1552.237-72: Key personnel

As prescribed in 1537.110, insert the following contract clause when it is necessary for contract performance to identify Contractor key personnel.

Key Personnel (APR 1984)

(a) The Contractor shall assign to this contract the following key personnel:

PROGRAM MANAGER	Craig Cheney
CHIEF ARCHITECT	Robert Damashek
COMMUNICATIONS	Darby Chellis
SUBJECT MATTER EXPERT TOXICS	Andrew Stoeckle

(b) During the first 90 days of performance, the Contractor shall make no substitutions of key personnel unless the substitution is necessitated by illness, death, or termination of employment. The Contractor shall notify the Contracting Officer within 15 calendar days after the occurrence of any of these events and provide the information required by paragraph (c) of this clause. After the initial 90-day period, the Contractor shall submit the information required by paragraph (c) to the Contracting Officer at least 15 days prior to making any permanent substitutions.

(c) The Contractor shall provide a detailed explanation of the circumstances necessitating the proposed substitutions, complete resumes for the proposed substitutes, and any additional information requested by the Contracting Officer. Proposed substitutes should have comparable qualifications to those of the persons being replaced. The Contracting Officer will notify the Contractor within 15 calendar days after receipt of all required information of the decision on substitutions. This clause will be modified to reflect any approved changes of key personnel.

Base Period			
Ceiling	**Prior**	**This Mod**	**New**
Estimated Cost	$0.00	$ 3,488,255.00	$ 3,488,255.00
Fixed Fee	$0.00	$ 145,725.00	$ 145,725.00
Cost Plus Fixed Fee	$0.00	$ 3,633,980.00	$ 3,633,980.00
Funded	**Prior**	**This Mod**	**New**
Estimated Cost	$0.00	$ 575,939.60	$ 575,939.60
Fixed Fee	$0.00	$ 24,060.40	$ 24,060.40
Cost Plus Fixed Fee	$0.00	$ 600,000.00	$ 600,000.00